

## Update

Ministry

**Describe: Basic Job Details****Position**

Position ID

Position Name (30 characters)

Current Class

Job Focus

Supervisory Level

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

**Employee**

Employee Name (or Vacant)

**Organizational Structure**

Division, Branch/Unit

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

**Design: Identify Job Duties and Value****Changes Since Last Reviewed**

Date yyyy-mm-dd

**Job Purpose and Organizational Context**

Why the job exists:

- Leads, prioritizes, assigns, directs and monitors work assignments and service delivery for a team of senior architects that deliver both small consultative work items and large architecture efforts for transformative projects, all while working in a heavily matrixed environment;
- Ensures that the team works effectively within the Health ministry, other GoA ministries, Government and Health agencies, delivery partners and vendors to deliver digitalized, modernized and rationalized IM/IT portfolios, roadmaps and solutions;
- Ensures IM/IT solutions meet health system-wide needs and are architecturally compliant, adhering to GoA IMT standards, health system and industry best practices;
- Has a general knowledge of the IM/IT projects occurring within the Health System and confirms that warranted architectural involvement is in place;
- Coaches and enables the ongoing development of team members;
- Assists with operational and tactical unit-level management activities, including operational plan development, capacity planning, service design and implementation, etc.;
- Manages contractual or vendor relationships; and
- Acts in an enterprise or solution architect role where required.

The Manager, Health System Architecture has a strong architecture background overall, and will deliver value via their team rather than their own discrete efforts as individual contributors.

This role requires incumbents to have strong management skills, well-rounded soft skills, significant interpersonal skills, and strong and leadership skills. It also requires incumbents to be well-versed on the technical side to manage the priorities, work of and to guide a technical team. Incumbents may also be called on to deliver architectures at both the enterprise and solution levels depending on the tasks and priorities of the team.

Incumbents may be asked to lead delivery of large, complex and or higher-risk initiatives. As a management staff member, the Manager, Health System Architecture also provides leadership to other IM/IT staff as needed, and may lead teams, work groups and governance bodies composed of both IM/IT and business area staff. Incumbents may also be responsible to coordinate with other provincial and federal health bodies in task forces, working groups and committees to improve electronic health delivery across the broader public health system.

## Responsibilities

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities:

- 1. Coordinate the definition and maintenance of the Health System architectures that meets the business requirements. These architectures ensure the interoperability of eHealth systems and that the components operate in a unified and integrated manner. This is accomplished by:**
  - Defining and maintaining the provincial Health System architectures;
  - Defining and communicating to eHealth IM/IT project teams the interdependencies of the Health System architecture assets;
  - Establishing architecture guidance/standards to be used by eHealth projects that enable interoperability;
  - Providing management oversight and guidance to project teams and stakeholders to ensure that eHealth IM/IT projects align with relevant architectures and policy; and
  - Participating with colleagues across the health system and government in the development of the Health System architectures.
- 2. Lead the development and maintenance of eHealth architecture roadmaps that define the status of Health System architecture assets and architecture strategies for their development, enhancement, and use. These roadmaps ensure that the status of the Health System architecture assets are available and understood as input to the strategic and tactical planning processes. This is accomplished by:**
  - Collaborating with project and operational resources to create the architecture models and guidance;
  - Collaborate and develop annual IM/IT plans, incorporating multiple sources of input, including but not limited to jurisdictional scans, technology debt, advice from vendors, contract renewals, program area requests through the Executive IM/IT Planning Committee (EIPC);

- Providing management oversight to ensure that eHealth architecture roadmaps align with Health System architectures and overall health systems policies;
- Communicate the common architecture vision to stakeholders. This ensures that stakeholders and partners have a common reference point as it relates to describing eHealth which reduces wrong interpretations and avoids inaccurate designs/developments;
- Perform and report on jurisdictional scans, identifying opportunities for Alberta's health system. Using jurisdictional scans to inform potential architecture roadmap items.
- Maintaining formal and informal contact with architecture representatives from all stakeholders and partners; and
- Managing the relationship between health system technical resources and Alberta Health architects.

**3. Effectively utilize the Health System architecture assets through their useful life. This ensures that assets are being utilized in an efficient and effective manner, reducing IM/IT Risks, and reducing development and maintenance costs. This is accomplished by:**

- Coordinating teams of contract and professional staff in ensuring that assets are developed and used to maximize interoperability with health system stakeholders' solutions;
- Producing an annual IT Risk Report, based on the Alberta Health IT Risk Register.
- Managing and maintaining Alberta Health's IT Risk Register and corresponding standards, procedures, and processes.
- Ensuring Alberta Health's IT Risk Register is accurate, complete, and information remains current.
- Accountable to ensure that Alberta Health has an accessible repository of IM/IT assets and operational vitality information is available, complete, accurate, and regularly reviewed and updated.
- Collaborate with the Project Management Office to update and publish updated Operational Vitality documentation templates and standards.
- Deliver regular orientation sessions related to the IT Risk Register, Asset and Knowledge Library, and Operational Vitality.
- Participate as a member in the provincial and Alberta Health Change Advisory Board (CAB), assessing changes and providing recommendations to minimize risks;
- Conducting on-going governance of the Health System Architecture to ensure the vitality and its currency.

**4. Establish, steward, describe, and continuously enrich the enterprise architecture practice at Alberta Health. Activities:**

- Provide guidance and counsel to senior leaders, project teams, and architecture teams to ensure alignment to the Enterprise Architecture of Alberta Health;
- Provide guidance and counsel to project/architecture teams for adherence to governance principles, policies, and procedures;
- Establish and maintain a service catalogue of architecture services;
- Develop and maintain Alberta Health policy instruments for enterprise architecture, including but not limited to standards, tools, templates, and guidance material;
- Provide assistance to the Director, Architecture and Delivery Services with leadership across Alberta electronic health system, securing the commitment of differing parts of the organization through the use of influence and indirect authority;
- Lead, influence, and support the development, application, and advancement of collaboration, transformation, and project architectures for Alberta electronic health assets;
- Help further evolve and mature the Architecture and Delivery Services unit;
- Present strategic options, recommendations, issues, and proposals to Alberta Health staff, clients and broader health system stakeholders and ensure all stakeholders are given opportunities to contribute to all items presented;
- Ensures that projects identify, document and deliver the appropriate architectural artifacts, so that permanent records of solutions and project deliverables are available for future projects to reuse;
- Enables governance of the enterprise architecture and solution architectures within it by supporting governance bodies and identifying possible exceptions;
- Develop communication plans, presentations, and information sessions to promote awareness of the

- health system and IMT standards and best practices across the Alberta electronic health ecosystem;
- Build and maintain relationships with architecture clients, stakeholders and service delivery partners within and outside of Alberta Health; and
- Encourage the adoption of health system standards, industry best practices and modern architecture approaches through facilitation across broad groups of stakeholders at the local, provincial and federal level of the public health system in Canada.

**5. Leads a team of senior architects. Activities:**

- Develop architects to meet the current and future needs of Alberta Health by providing mentorship, training plans, and career management;
- Manage recruitment, retention, and work assignments of architects;
- Lead and support a team of architects in successful work assignment / service delivery, including task identification, work item estimation, deliverable identification, client consultation, etc. for work ranging from consultative activities to architecture efforts supporting large projects / programs;
- Ensure work processes for the team are developed, maintained, and followed;
- Acts as a champion for knowledge leadership, including continuous training and knowledge enrichment in the latest architecture and information technology methods;
- Manages contractual or vendor relationships where required;

Other duties may include:

- Acts in an enterprise or solution architect role where required; and
- Coordinate with other IMT staff and disciplines as required.

**Problem Solving**

Typical problems solved:

Many of the challenges are highly people-oriented. The Architecture and Delivery unit's ability to engage and collaborate with clients and stakeholders has been, and will continue to be, a critical factor in realizing the desired outcomes for:

- Building and maintaining strong working relationships, partnerships, and linkages with clients and stakeholders to encourage and secure their active participation in Alberta Health strategic initiatives and influence decisions, approaches, and directions
- Representing and communicating government, ministry, and Division positions to clients, partners, and stakeholders, balancing occasionally varying or conflicting perspectives with the requirement to promote acceptance and commitment to Alberta Health directions and strategies

One of the major tasks faced by the incumbent is the integration of external systems with the Health System architecture. This is a very complex task in that the environment is dynamic and keeping abreast of the changes and their implications is difficult. The incumbent is required to consult with cross-government groups, health system stakeholders and Alberta Health staff to produce and maintain comprehensive Health System architectures. One specific example of this is the rationalization and standardization of registries (person, provider, delivery site, etc.) and their incorporation into the architecture. Another example of challenging situations include assessment of options and recommendation for integration between community Electronic Medical Record systems and the Provincial Electronic Health Record (EHR / Alberta Netcare) and/or the hospital acute care Clinical Information System (CIS / Connect Care).

Other challenges can be highly technical with a high level of difficulty (e.g., advanced design concepts, methodologies and tools).

- Solving complex architectural problems with modern architecture patterns while available tools are out of date is a continuing problem for new initiatives and projects.
- Evolving architecture approaches to new design patterns and avoiding big bang approaches to ensure success.
- Maintaining awareness of current health system wide initiatives will be necessary to assist with determining where the Manager, Health System Architecture will need to focus attention.
- Determining how to evolve enterprise architecture practice with limited time, resources and tools will be an ongoing challenge for this position.
- Determining how to ensure themselves and the architecture team stays technically current through

constant training while juggling a heavy workload is an ongoing challenge for this position.

Types of guidance available for problem solving:

The Manager, Health System Architecture will utilize number of assets to assist problem solving:

- Organizational knowledge within the department and within stakeholder organizations in order to understand networks, roles and responsibilities and relationships;
- Expert knowledge and industry practices;
- Technical documentation on existing IM/IT solutions within the department or maintained by vendors or partner organizations;
- Architecture asset inventory maintained by the Alberta Health architecture team;
- Technology information and best practices available from vendors or third parties; and
- Support from within the Alberta Health architecture team and from other IM/IT support teams.

Direct or indirect impacts of decisions:

The Manager, Health System Architecture is responsible for analysis and advice that affects health system wide projects and initiatives.

Examples include My Health Records and Digital Health Card. The incumbent initiates reviews of all design deliverables to ensure that the design aligns to the business requirements, infrastructure requirements as well as conforming to applicable standards. If necessary the incumbent can recommend a course correction on any of the above projects should there be reason to do so.

## Key Relationships

Major stakeholders and purpose of interactions:

The Manager, Health System Architecture has a number of stakeholders.

### Internal:

#### 1. Alberta Health's Chief Information Officer. Purpose of interaction:

- Provide advice as requested;
- Provide jurisdictional scan results and potential opportunities;
- Present roadmaps, strategies and plans for approval; and
- Provide annual IT Risk Register and report.

#### 2. The management and staff of the Ministry divisions. Purpose of interaction:

- Provide technical expertise and analysis on projects and initiatives;
- Collaboration to develop roadmaps and plans;
- Assist business areas in planning new initiatives including Executive IM/IT Planning Committee (EIPC) intake, opportunity assessment and review of procurement;
- Assist in advanced troubleshooting on operational issues and assist communication between business areas, IT operations and vendors;
- Auditing / ensuring compliance of the IT Asset and Risk Register, Operational Vitality and Knowledge Library; and
- Providing orientation or other information sessions.

#### 3. The contracted vendor project managers and teams. Purpose of interaction:

- Oversee projects and initiatives to ensure solutions meet business needs; and
- Assist in ensuring alignment of vendor solutions with Government and health system wide architectures and best practices.

#### 4. Divisional and project committees and working groups. Purpose of interaction:

- Assist working groups by providing architecture guidance.
- Other duties may be defined in committee/working group Terms of Reference.

#### 5. Director, Architecture and Delivery Services Unit. Purpose of interaction:

- Review issues and progress on initiatives.

#### 6. Executive Director, Strategic IMT Services Branch. Purpose of interaction:

- Review architecture strategies and provide advice on Government and health system wide initiatives.

**External:**

**1. Partner organizations.** Purpose of interaction:

- Provide architectural guidance on shared projects and initiatives.

**2. Other jurisdictions.** Purpose of interaction:

- Share knowledge on current and future state strategies in order to improve health system wide architectures.

**2. Various committees and working groups.** Purpose of interaction:

- Committee/working group specific.
- Bi-directional sharing of information. Information to be used as an input to upcoming Alberta Health IM/IT planning activities.

**Required Education, Experience and Technical Competencies**

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Bachelor's Degree (4 year)	Other		

If other, specify:

Computer science, computer engineering, commerce, business administration or related field

Job-specific experience, technical competencies, certification and/or training:

**Experience:**

- 5 years IT experience with at least 1 year architecture experience in a large-scale application development environment
- Equivalences will be considered.

**Knowledge:**

- Knowledge of the strategies, guidelines, polices, legislation, and processes of the organization are required;
- In depth knowledge of Enterprise Architecture methods, tools & frameworks;
- Knowledge of solution development methods, including object oriented and component design Technologies, business intelligence and e-business;
- Knowledge of process modeling and data modeling;
- Knowledge of best-practice application design techniques to support asset management and component reuse; and
- Technical knowledge of a variety of software, including knowledge of industry wide standards.

**Skills:**

- Strong leadership skills;
- Strong negotiation skills;
- Problem solving skills – identification, analysis, evaluation, of problems and solutions;
- Ability to make and influence decisions which impact the organization; and
- Strong communication skills – written, verbal and presentation.

**Behavioral Competencies**

Pick 4-5 representative behavioral competencies and their level.

Competency	Level					Level Definition	Examples of how this level best represents the job
	A	B	C	D	E		
Systems Thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Integrates broader context into planning: • Plans for how current situation is affected by broader trends	The Manager, Health Systems Architecture must bring a very broad vision to many aspects of the engagement.

		<ul style="list-style-type: none"> <li>• Integrates issues, political environment and risks when considering possible actions</li> <li>• Supports organization vision and goals through strategy</li> <li>• Addresses behaviours that challenge progress</li> </ul>	Solutions typically involve many touch-points that need to be incorporated when analyzing and directing projects and initiatives towards success. The political landscape needs to be carefully considered in determining how to best achieve success.
Creative Problem Solving	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Works in open teams to share ideas and process issues:</p> <ul style="list-style-type: none"> <li>• Uses wide range of techniques to break down problems</li> <li>• Allows others to think creatively and voice ideas</li> <li>• Brings the right people together to solve issues</li> <li>• Identifies new solutions for the organization</li> </ul>	The Manager, Health Systems Architecture requires a very high level of problem solving ability. Understanding a business problem and understanding how a technology solution can meet the need requires a high degree of technical knowledge, business understanding and personal skills to direct broad stakeholder group towards a effective and sustainable solution.
Agility	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Proactively incorporates change into processes:</p> <ul style="list-style-type: none"> <li>• Creates opportunities for improvement</li> <li>• Is aware of and adapts to changing priorities</li> <li>• Remains objective under pressure and supports others to manage their emotions</li> <li>• Proactively explains impact of change on roles, and integrates change in existing work</li> <li>• Readily adapts plans and practices</li> </ul>	The Manager, Health Systems Architecture demands a high level of agility since the complex IM/IT environment is constantly in flux and ever changing. Shifting business needs and opportunities are almost constant in the dynamic IM/IT environment, demanding a high degree of adaptability and agility.
Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	<p>Collaborates across functional areas and proactively addresses conflict:</p> <ul style="list-style-type: none"> <li>• Encourages broad thinking on projects, and works to eliminate barriers to progress</li> <li>• Facilitates</li> </ul>	The Manager, Health Systems Architecture is central to connecting a business area with an IT solution. As such, a high degree of collaboration is required to ensure communications are clear and understandable to a

		communication and collaboration <ul style="list-style-type: none"> <li>• Anticipates and reduces conflict at the outset</li> <li>• Credits others and gets talent recognized</li> <li>• Promotes collaboration and commitment</li> </ul>	broad audience.
Develop Self and Others	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Encourages development and integration of emerging methods: <ul style="list-style-type: none"> <li>• Shapes group learning for team development</li> <li>• Employs emerging methods towards goals</li> <li>• Creates a shared learning environment</li> <li>• Works with individuals to develop personal development plans</li> </ul>	The Manager, Health Systems Architecture is responsible for mentoring and developing the Alberta Health architecture team to be a team of IM/IT leaders. Continuous development and improvement of IM/IT skills through training courses, podcasts, white papers and other channels is key in staying current with the latest IM/IT architecture trends.

**Benchmarks**

List 1-2 potential comparable Government of Alberta: [Benchmark](#)

M410-11 - Manager, Technical Services & Application Support  
 M410-20 - Manager, Operations Support

**Assign**

The signatures below indicate that all parties have read and agree that the job description accurately reflects the work assigned and required in the organization.

_____	_____	_____
Employee Name	Date yyyy-mm-dd	Employee Signature
_____	_____	_____
Supervisor / Manager Name	Date yyyy-mm-dd	Supervisor / Manager Signature
_____	_____	_____
Director / Executive Director Name	Date yyyy-mm-dd	Director / Executive Director Signature
_____	_____	_____
ADM Name	Date yyyy-mm-dd	ADM Signature